BY ORDER OF THE SECRETARY OF THE AIR FORCE

AIR FORCE INSTRUCTION 10-400
1 October 1999

AEROSPACE EXPEDITIONARY FORCE PLANNING

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

OPR: HQ USAF/XOPE
(Lt Col Virginia L. Wereszynski and
Maj Thomas J. Eannarino)
Distribution: F

Certified by: HQ USAF/XOP
(Maj Gen Hinton)
Pages: 45

This instruction implements Air Force Policy Directive (AFPD) 10-4, *Operations Planning*. It provides policy and guidance to conduct planning for Aerospace Expeditionary Forces (AEFs). This planning complements the Major Theater War (MTW) deliberate planning process and formalizes the AEF contingency planning process by describing the roles, responsibilities and relationships of Air Force organizations involved with AEF operations. Additional guidance is available in Air Force Instruction (AFI) 10-403, *Deployment Planning*; AFI 10-404, *Base Support Planning*; and Air Force Manual (AFMAN) 10-401, *Operation Plan and Concept Plan Development and Implementation.* In cases where this AFI conflicts with AFMAN 10-401, this instruction takes precedence. This instruction applies to all Air Force (AF) and Air Reserve Component (ARC) activities that organize, train, equip, deploy or employ units and individuals in AEF operations. Except where noted, references to major commands (MAJCOMs) include the Air National Guard (ANG). Any organization may supplement this volume. MAJCOMs, field operating agencies (FOAs), and direct reporting units (DRUs), send one copy of their printed supplement to HQ USAF/XOP; other organizations send one copy of each printed supplement to the next higher headquarters. Maintain and dispose of records created as a result of processes prescribed in this instruction IAW AFMAN 37-139, *Records Disposition Schedule.*

Chapter 1

EXPEDITIONARY AEROSPACE FORCE (EAF) CONCEPTS

1.1 General. The Expeditionary Aerospace Force (EAF) concept is how the Air Force will organize, train, equip, and sustain itself by creating a mindset and cultural state that embraces the unique characteristics of aerospace power – range, speed, flexibility, precision – to meet the national security challenges of the 21st Century. The concept has two fundamental principles: first, to provide trained and ready aerospace forces for national defense and second, to meet national commitments through a structured approach which enhances Total Force readiness and sustainment.

1.2. Force Presentation. The United States Air Force (USAF) will organize the majority of its Total Force into ten Aerospace Expeditionary Forces (AEFs); two dedicated on-call Aerospace Expeditionary Wings (AEWs); five Lead Mobility Wings (LMWs); and required Air Operations Center (AOC) and Air Force Forces (AFFOR) Command and Control (C2) elements (Fig 1.1). AEFs and the on-call AEWs provide a composite of capabilities from which force packages are developed and tailored to meet mission requirements, while AOC and AFFOR C2 elements provide the operational level C2 required for AEW mission accomplishment. The LMWs provide trained leadership to support short notice taskings such as humanitarian relief operations (HUMROs) or noncombatant evacuation operations (NEOs). Specifically tailored forces will be presented to theater commanders as Aerospace Expeditionary Task Forces (ASETFs). Refer to Air Force Doctrine Document (AFDD) 2 for doctrinal guidance on force presentation. In addition to the AEFs and AEWs, the EAF will include strategic "enabler" or common user assets, such as long-range mobility and space forces, that will provide support to authorized organizations within and outside of the Department of Defense (DOD), including Air Force movements of AEF forces. Additionally, the Air Force's Low Density/High Demand (LD/HD) assets (U2, E-8 JSTARS, E-3 AWACS, RC-135 RIVET JOINT, SOF, CSAR, etc.), will play critical roles in AEF/AEW operations, subject to the governing directives of the Global Military Force Policy (GMFP).

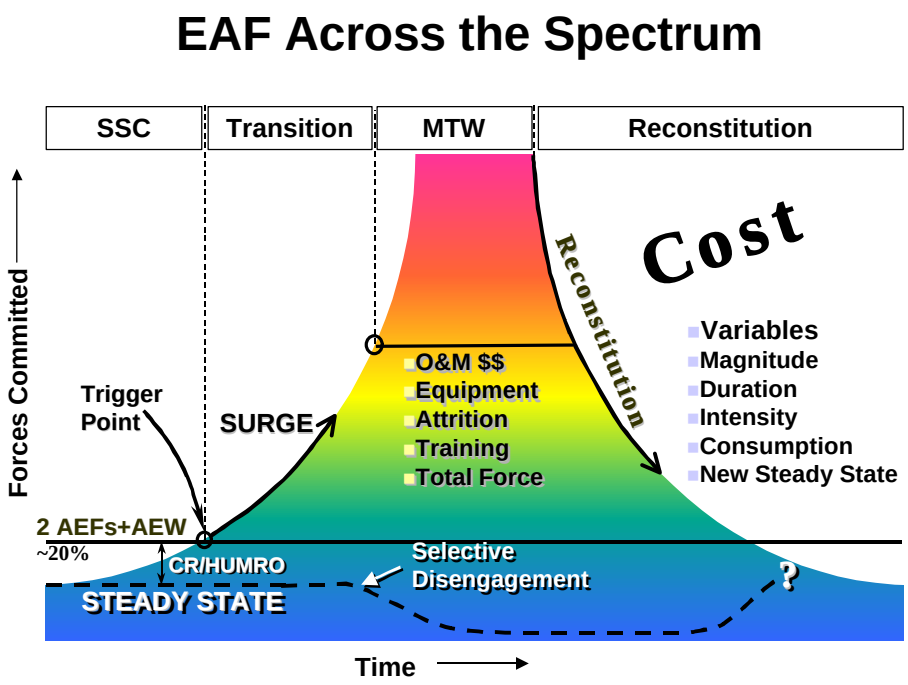
1.3. Spectrum of Operations. The National Military Strategy dictates that the Air Force be prepared to support requirements across the spectrum of operations from humanitarian and disaster relief operations up to and including major theater war (MTW). The ability of the Air Force to transition from steady-state operations to MTWs is reflected graphically in the continuum at Fig 1.1.

1.3.1. Steady State Operations: The Air Force will meet its day-to-day steady-state and deployed operational commitments with forces assigned to the two scheduled AEFs, one on-call AEW, and available enabler forces. Any substantial or sustained commitment of forces beyond this level will constitute a surge for the Air Force, which will require some degree of reconstitution of the involved forces after the surge ends. The steady-state commitment of two AEFs, one AEW, and available enabler forces will be sustainable over time, provided the Air Force can maintain appropriate levels of personnel and materiel in the force.

1.3.2. Transition to Surge Operations: Transition begins when requirements begin to exceed the capabilities of the two AEFs and the on-call AEW. This point is known as the surge trigger point – the time at which the USAF begins to exceed its sustainable level and must use forces outside the scheduled

AEFs in order to meet mission requirements. Established parameters for the day-to-day steady state AEF schedule, including limiting TEMPO to one 90-day deployment eligibility period in 15 months, are broken for the duration of surge operations. At this surge trigger point, the Air Force must also begin the planning for the reconstitution of the force and transition plan that will return the force back to the pre-surge level of activity. In cases of significant surges, reconstitution will include reduced commitment levels and operations by reconstituting forces, to allow them the time and resources needed to recover their readiness levels and prepare for future deployments. During a surge, Air Force and Joint leaders may reduce the likely reconstitution impact by selectively disengaging Air Force forces from other operations, requesting selective recalls of reserve forces, and activation of STOP-LOSS procedures for active forces.

Figure 1.1. EAF Across the Spectrum



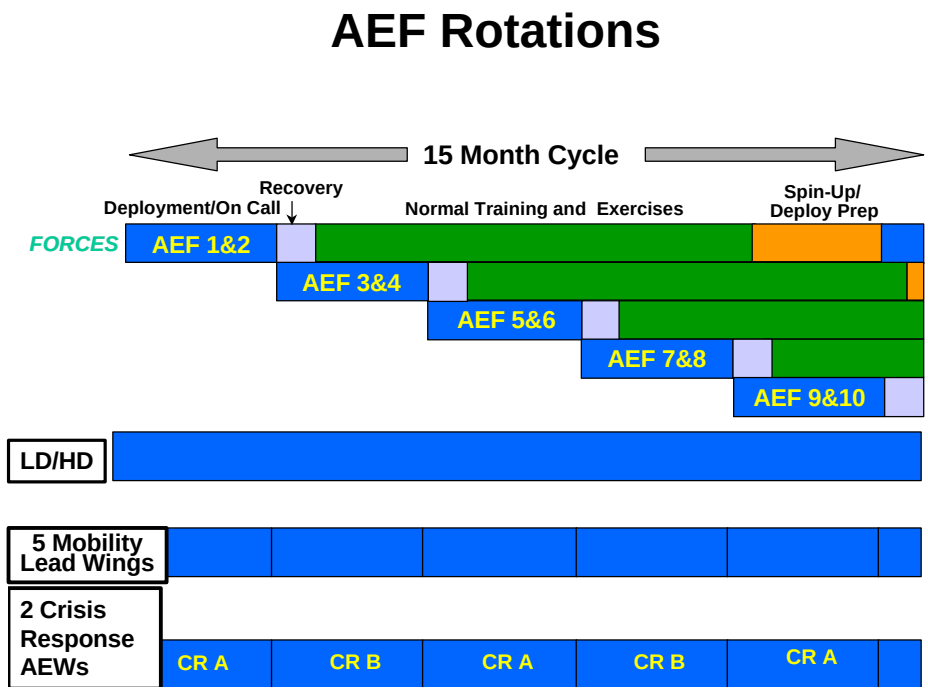
1.3.3. MTW: Normally, an MTW-level of activity is associated with an activation of an established theater-level war plan. In the EAF concept, however, the force management effects associated with an MTW anytime a contingency requires the Air Force to deploy more forces than contained in two AEFs and an AEW. At that "trigger point," the size of the deployment will begin to degrade the ability of the Air Force to maintain its forces at peak readiness for mobilization in support of a major theater war plan.

1.3.4. Reconstitution: Reconstitution planning begins during the initial states of surge operations and actual reconstitution of the force continues beyond the end of the contingency operation. Factors to consider in reconstitution planning include restoring levels of consumables and munitions expended, lost training, examination of the impact of operations on personnel retention and attrition rates across the Total Force, and post-contingency steady-state operational requirements. In cases of significant surges, a consideration for reconstitution will include examining reduced commitment levels and operations for

reconstituting forces, to allow them the time and resources needed to recover their readiness levels and prepare for future deployments. During a surge, Air Force leadership may consider such actions as selectively disengaging Air Force forces from other operations, requesting selective recalls of reserve forces, and activation of STOP-LOSS procedures for active forces.

1.4. Force Management. The force management baseline defines a steady state level of commitment for the Total Force. The baseline schedules each of the 10 AEFs for one 90-day contingency on-call/deployment eligibility period every 15 months. Each of the two dedicated on-call AEWs will alternate on 90-day on-call periods. As the EAF concept evolves, the on-call AEWs will be absorbed into the baseline ten AEF structure. Most low density/high demand (LD/HD) assets, as defined in GMFP, are not formally assigned to individual AEFs, but are aligned with deployment cycles in order to enhance deployment predictability. Deployment levels must be consistent with GMFP guidelines. Space, inter-theater airlift, and Global Reach Laydown (GRL) forces normally will not be assigned to AEFs. Air refueling forces and medium-range airlift forces (currently consisting of C-130 units) will be assigned to AEFs and enabler operations, subject to careful scheduling to avoid overtasking.

Figure 1.2 15-month AEF Rotational Cycle



1.5. AEF Life Cycle. The 15-month AEF life cycle includes periods of normal training, preparation, and on-call/deployment eligibility. The approximately 10-month normal training period concentrates on unit missions and basic proficiency events, IAW applicable Air Force directives and Air Force Specialty Code requirements, and may include Joint Chiefs of Staff (JCS), Air Force or MAJCOM exercise participation. The 2-month deployment preparation period focuses unit activities on area of responsibility (AOR) specific events required (if known) for the 90-day on-call/deployment eligibility period which follows. Following the deployment or on-call period, units will enter into a MAJCOM-defined recovery period.

1.6. Missions. Resident in each AEF are the command, operations, and expeditionary combat support (ECS) elements to provide capabilities ranging from SSCs to participation in an MTW. Such capabilities could include aircraft-oriented or non-aircraft-oriented responses.

1.7. Tasks. The ten AEFs are sized to meet steady state rotational requirements for forward deployed forces, and the two on-call AEWs provide a crisis response capability to meet other time-critical objectives. In addition, those forces assigned to the tasked AEFs but not immediately required for rotational deployments remain in an on-call status to reinforce forward- deployed forces or to augment the on-call AEW.

1.8. Organization. The organization that serves as the Air Force component to a joint operation is called an ASETF that is commanded by the supported Commander, Air Force Forces (COMAFFOR). AEWs, Aerospace Expeditionary Groups (AEGs), and Aerospace Expeditionary Squadrons (AESs) are the wings, groups, and squadrons attached to an ASETF or in-place numbered air force (NAF) by MAJCOM G-series orders. The chain of command followed by these forces will be described in. Chairman, Joint Chiefs of Staff (CJCS) orders and MAJCOM G-series orders. Organizational structures, command relationships, and the presentation of USAF forces are detailed in AFDD 2 and AFI 38-101.

1.9. Command and Control Concepts. Air Force C2 operates under two central themes: the principle of unity of command and the tenet of centralized control and decentralized execution. Deploying active duty AEF force packages will be operationally and administratively assigned to theater command elements. If appropriate, Air Mobility Command (AMC) Tanker/Airlift Control elements (TALCEs) and Mission Support Teams (MSTs) may be transferred to the tactical control (TACON) of Air Force component or Joint commanders in a theater, but AMC will retain operational control (OPCON) of those forces. Air Reserve Component (ARC) forces will be operationally assigned to the theater commander. However, ARC forces normally retain administrative control (ADCON) over their respective forces in cases of less than full mobilization (AFDD 1), unless otherwise specified (AFDD 2, pp. 45-46). Special Operations Forces (SOF) will be assigned to the geographic theater combatant commander who will normally exercise OPCON through the theater special operations command (SOC). The geographic combatant commander may exercise COCOM of SOF forces through other subordinate commanders (JP 3-05, III-2). The supported COMAFFOR provides centralized control, with decentralized execution occurring at the AEW, AEG, or AES level. Mission requirements and duties assigned by the Joint Force Commander (JFC) to the Joint Force Air Component Commander (JFACC) or COMAFFOR if no JFACC is designated, will dictate the overall C2 systems requirements, and may range from planning, coordinating and directing all aspects of joint aerospace operations, to commanding the operating and support forces of an ASETF. If the COMAFFOR is appointed the JFACC, the C2 requirements will be greater. Fundamental C2 organizational and functional requirements, as well as complete descriptions of the assessment, planning and execution processes, are detailed in AFDD 2 series publications.

1.10. Operational Concepts. The objective is to meet a theater commander-in-chief's (CINC's) needs by employing tailored and responsive ASETFs which create the required strategic, operational, or tactical effects. ASETFs may be composed of a combination of aerospace assets to perform one or more of the Air Force's basic functions: Counterair, Counterspace, Counterland, Countersea, Strategic Attack, Counterinformation, Command & Control, Airlift, Air Refueling, Aeromedical Evacuation, Spacelift,

Special Operations Employment, Intelligence, Surveillance, Reconnaissance, Combat Search and Rescue, Navigation & Positioning, and Weather Services (see AFDD 1).

1.11. Preparation Concepts. Prior to deployment, all MAJCOM planning and preparation efforts will be integrated. This involves the use of a centralized team (the AEF Center [AEFC]) that relays theater-specific employment and training requirements provided by the supported COMAFFOR and assists unit preparations to efficiently and effectively meet those requirements. Preparation strategy will include the sharing of lessons-learned from previous deployments.

1.12. Deployment Concepts. ASETFs are composed of AEWs, AEGs, and/or AESs that may deploy to meet both rotational and crisis response requirements. Unit readiness, proper positioning of air mobility assets, time phased force and deployment data (TPFDD) development, and base support planning for reception, beddown, and employment, are key to the process. CJCS Warning/Planning/Alert/Execute Orders provide the mission and tasking details to support theater operations. MAJCOM/USAF component/unit supporting plans, Installation Deployment Plans, and Part I of Base Support Plans (BSPs) provide the procedural deployment details. Although CJCS taskings will not always match what has been done during the deliberate planning process, this prior preparation will enhance time-critical execution of ASETF operations.

1.13. Combat Support Concepts. Agile Combat Support (ACS) underpins the ability of the EAF to provide force capabilities that can rapidly respond by creating, sustaining, and protecting all aerospace power capabilities to accomplish mission objectives. ACS produces the combat support capabilities that are critical to decisive aerospace power. By focusing on the expeditionary capabilities of ACS, Expeditionary Combat Support (ECS) concepts assure that AEFs are supported and are able to operate with a small support footprint and streamlined infrastructure requirements. ECS functions include air traffic control and air field management, chaplain, civil engineer, communications and information, contracting, financial management and comptroller, historian, intelligence, judge advocate, logistics plans, maintenance and munitions, manpower, medical, military equal opportunity, personnel, postal services, protocol, public affairs, safety, security forces, services, supply, transportation, and weather.

1.14. Air Reserve Component Support. When tasked, the Guard and Reserve will provide aviation and ECS forces to support CINC requirements. ARC forces will deploy to forward locations and will not usually be used in on-call or backfill roles unless coordinated with HQ AFRC or NGB/CF.

1.14.1. Volunteer status. In support of these requirements, a member volunteering to serve a minimum of 15 days in theater is ordered to active duty IAW Title 10, Section 12301, paragraph (d), which requires the consent of the member and, in the case of Guard members, the Governor, with coordination through the member's unit of assignment. It also requires that such tours be extended only with the consent of the member.

1.14.2. Involuntary status. In support of these requirements, ARC members who have not volunteered may be ordered to active duty for not more than 15 days a year pursuant to US Code Title 10, Section 12301, paragraph (b). This authority will be used only after recommendation by and coordination with the applicable AEF scheduling functions at HQ AFRC or NGB/CF to reinforce the use of volunteers. In addition, ARC members may be involuntarily ordered to active duty for longer periods of time pursuant to other specific statutory authorities.

1.15. Experimentation. The Air Force Experimentation Office (AFEO) ensures that AF-wide experimentation addresses EAF doctrine, logistics and materiel issues, and facilitates innovations needed to achieve EAF force management and force presentation objectives. These experiments should foster operational change encompassing innovative approaches and new technologies that make the USAF light, lean, lethal, and rapidly deployable/employable worldwide. Operational changes should also facilitate seamless deployment planning and execution across the spectrum of military operations. In addition, experimentation supplements education and skills training by allowing airmen to test innovative ideas and helping them learn new ways to accomplish the mission.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. General. This chapter describes functional area responsibilities for the planning and execution of AEF operations.

2.2. Headquarters USAF.

2.2.1. Chief of Staff of the Air Force (CSAF). Responsible for organizing, training, and equipping aerospace forces to meet CINC requirements. Final approving authority for Combat Air Forces (CAF) Consolidated Planning Order and Mobility Air Forces (MAF) schedule, and subsequent changes to the schedule.

2.2.2. The Deputy Chief of Staff, Air and Space Operations (HQ USAF/XO). Coordinates AF-wide efforts to develop capabilities and field AEF forces and the associated operational-level C2 infrastructure and units. Coordinates with MAJCOMs and USAF component commands to ensure unity in the AEF implementation effort. Oversees AEF operational planning and concept development. Assists MAJCOMs with contingency and crisis action planning. Plans, programs, and budgets for operational (JCS and CAF) exercises. Coordinates operational training events. Conducts analysis of operational concepts supporting AEF operations through the Air Force Studies and Analysis Agency. Responsible for overseeing reconstitution efforts that result from surge operations above steady state levels.

2.2.2.1. The Directorate of Expeditionary Aerospace Force Implementation (HQ USAF/XOP). Defines and advances expeditionary aerospace power from concept to capability. Provides Air Force oversight of all EAF implementation efforts. USAF focal point for developing and integrating operational strategies, policies, guidance, and plans that support the warfighter.

2.2.3. The Deputy Chief of Staff, Plans and Programs (HQ USAF/XP). Integrates planning, programming, and manpower actively supporting the EAF concept. Establishes policy and provides guidance for organizational structures, manpower impacts, and required manpower services to support AEF operations.

2.2.4. The Deputy Chief of Staff, Installations and Logistics (HQ USAF/IL). Develops policy and provides guidance for all logistics plans, transportation, supply, maintenance, civil engineer, munitions, and services support. HQ USAF lead for developing ACS capabilities, and appropriately sizing these capabilities as ECS, to support AEF operations.

2.2.5. Director, Communications and Information (HQ USAF/SC). Develops policy and provides planning, programming, and guidance for all communications and information products and services supporting AEF operations.

2.2.6. Commander, Air Force Reserve Command (HQ AFRC/CC dual-hatted as HQ USAF/RE). Establishes policy and provides guidance for the participation of AFRC forces in AEF operations.

2.2.7. The Director, National Guard Bureau (NGB/CF*).* Establishes policy and provides guidance for the participation of ANG forces in AEF operations.

2.2.8. Office of the Assistant Secretary of the Air Force, Acquisition (SAF/AQ): Develops policy and provides guidance for contracting.

2.2.9. Office of the Assistant Secretary of the Air Force, Financial Management and Comptroller: Develops policy and provides guidance for financial management.

2.3. Air Force Components to Unified Commands. Establish and identify aerospace, manpower and equipment requirements, using standard unit type codes (UTCs) whenever possible, to be sourced from AEFs and on-call AEWs. Develop supporting plans with time-phased force and deployment data (TPFDDs) as required to meet theater CINC's mission requirements. Advocate diplomatic relations for host nation support (HNS) to ensure base accessibility, overflight, and landing rights. Coordinate planning activities and CINC requirements with the AEFC. Assist lead units in establishing HNS for required items. Identify in-theater pre-positioned and HN materiel available to supporting MAJCOMs to allow them to prepare required deployment packages (see AFI 10-404, *Base Support Planning*). Coordinate with CINC staff to identify employment locations. Develop Base Support Plans (BSPs) for approved employment locations. Plan and coordinate communications and information support. Coordinate theater-specific, iterative Intelligence Preparation of the Battlespace (IPB) for deploying forces and incorporate deploying forces into theater intelligence, surveillance and reconnaissance (ISR) dissemination architecture. Provide access to theater targeting lists and coordinates availability of theater targeting products, to include target system analysis, target materials, and tailored targeting products. Establish "echelon-above-ASETF" C2 nodes and responsibilities. Identify to the Scheduling Integrated Process Team (SIPT), ECS IPT and MAJCOM when theater-based AEF forces should be used to fill specific requirements and locations within the theater. Work with AEFC to establish guidance for the rotation of forces for steady state operations**.**

2.4. Air Force Major Commands (MAJCOMs). In coordination with USAF component commands, develop concepts of operations (CONOPS) and supporting plans (as required) to support AEF operations. Develop UTCs for systematic planning of force packages. Provide TPFDD maintenance in the Joint Operation Planning and Execution System (JOPES). Coordinate and synchronize planning activities with the AEFC, other supporting commands, and US intergovernmental agencies. Provide final approval authority for all taskings, and through established mechanisms, task their respective units to support AEF requirements. Publish G-series orders to activate and inactivate expeditionary units IAW AFI 38-101. Maintain the AF-wide UTC Availability and Tasking Summary module of the War and Mobilization Planning System. Work with AEFC and USAF component commands to identify availability of pre-positioned materiel to support theater operations.

2.4.1. Air Combat Command (ACC).

2.4.1.1. AEF Center (AEFC). Centralized management team designed to facilitate the preparation of AEF force packages for contingency rotations and on-call operational requirements. Reports administratively to ACC/XO. See Chapter 3.

2.4.1.2. CAF Scheduling Integrated Process Team (SIPT). Multi-MAJCOM team which coordinates MAJCOM aviation unit scheduling responsibilities by producing the Consolidated Planning Order (CPO) to meet operational commitments and training requirements. ACC/XOO is the designated executive agent for the CAF SIPT, and serves as the central point for supporting and managing the CPO database. The CAF SIPT achieves its objectives through quarterly participation from ACC, United States Air Forces in Europe (USAFE), Pacific Air Forces (PACAF), AFRC, and the ANG, and operates under the constraints of the existing MOAs. Following MAJCOM/CC and ANG approval, ACC forwards the CPO to United States Atlantic Command (USACOM) for coordination with affected CINCs. Following CINC approval, USACOM forwards CPO to CJCS for information. The CAF SIPT interfaces with the AEFC through the Aviation Executive Review Process.

2.4.1.3. Expeditionary Combat Support Integrated Process Team (ECS IPT). Multi-MAJCOM, cross-functional team of **c**olonels (O-6), representing their respective MAJCOM's functional ECS UTC resource managers, charged with overseeing the development of the ECS UTC schedule. The Chief of the ECS Scheduling Integration Team (ESIT), ACC/XOO-E, is designated the executive agent for the ECS IPT. The ECS IPT will develop the AEF ECS UTC schedule by hosting sourcing conferences attended by Air Staff and MAJCOM functional area managers. Following MAJCOM and ARC approval, the ECS IPT will publish the schedule, with deviations or changes coordinated with affected agencies and MAJCOMs. Components will identify changes in requirements, update the TPFDD, and notify the AEFC, who will notify the ECS IPT. ECS IPT membership consists of representatives from ACC, AMC, Air Education and Training Command (AETC), Air Force Materiel Command (AFMC), AFRC, Air Force Space Command (AFSPC), ANG, PACAF, AFSOC and USAFE. The ECS IPT interfaces with the AEFC through the ECS Executive Review Process.

2.4.1.4. ECS Scheduling Integration Team (ESIT). A division level organization administratively assigned to HQ ACC/XO. Responsible for the administrative integration of all ECS UTC scheduling decisions made by the ECS IPT into a central ECS schedule, with web-based access. Records scheduling decisions made by ECS IPT members and MAJCOM functional UTC managers regarding ECS UTC shortfalls and disconnects. Provides technical and administrative support to all MAJCOM/FOA/DRUs for ULN structure to include fragging and tailoring guidance. Centrally builds, flows, and maintains all deployment requirements manning documents (DRMDs) for all AEF, AEW, and enabler packages, for all USAF Components' TPFDDs. Ensures DRMDs flow through MAJCOMs to reach tasked units NLT 120 days prior to date required in place (DRI). Ensures complete accountability of tasked and deployed forces (manpower requirements and matching personnel). Maintains a close working relationship with the AEFC.

2.4.1.5. Aerospace Command and Control & Intelligence, Surveillance and Reconnaissance Center (AC2ISRC). The Commander, Air Combat Command is designated the USAF lead for experimentation. The AFEO is charged with coordination, synchronization, and integration of AF-wide experimentation and is responsible for conducting all large-scale Joint Expeditionary Force Experiments. The AC2ISRC is the lead organization for AFEO and the implementing agency for AF experimentation. AC2ISRC should coordinate with AEFC to identify opportunities for experimentation that support EAF/AEF objectives.

2.4.2. Air Mobility Command (AMC). Fills validated transportation and air refueling requirements as passed on by United States Transportation Command (USTRANSCOM) to support AEF operations.

Designates assets for five LMW elements to provide leadership personnel and assessment teams for short notice taskings such as HUMROs, disaster response, and NEOs.

2.4.2.1. Lead Mobility Wings (LMW). Provide trained leadership and assessment teams for short notice taskings such as HUMROs, disaster response, and NEOs. Maintain coordination and direct liaison authorized (DIRLAUTH) with the AEFC and AEF assigned units to accomplish required planning and preparation tasks.

2.4.2.2. AMC/DOO. Prepares schedule for MAF aviation units. Coordinates with other MAJCOMs as necessary to meet steady-state mobility requirements. Interfaces with the AEFC through the Aviation Executive Review Process and CAF SIPT.

2.4.2.3. AMC/TACC. AMC Office of Primary Responsibility for air mobility actions related to support and execution of AEF deployments. Schedules, coordinates, commands, and controls air mobility forces in response to USTRANSCOM validated movement requirements. Conducts air mobility crisis action planning and execution in response to unexpected contingencies. AMC's primary point of contact for the AMS for execution of deployment and redeployment operations.

2.5. CAF Numbered Air Forces (NAFs) (see 2.3 when applicable). When designated, provide supported COMAFFOR and staff (AFDD 2). The COMAFFOR is the single Air Force point of contact for the JFC. If the supported COMAFFOR has the preponderance of air and in-theater space forces, and the capability to control and direct joint air and space operations, then the COMAFFOR may be dual-hatted as the JFACC by the JFC. When tasked, the NAFs conduct force deployment and employment planning to include air operations plans, space operations plans, forces beddown, and C2 architecture. Employ AEF tasked units as part of an ASETF through integrated aerospace operations to meet theater CINC mission requirements.

2.6. Lead Wings. AEF wings designated to provide AEW, AEG or AES contingency leadership at the tactical (unit) level, in addition to providing operational and support elements to meet supported CINC/AFFOR requirements. While in garrison, units assigned to an AEF maintain established home station command relationships.

2.6.1. Lead Wing Commanders. Responsible for training within their own wings. Certify their wing's combat capability through Status of Resources and Training System (SORTS) or other reporting mechanism. Maintain coordination and DIRLAUTH with AEFC and AEF assigned units to accomplish required planning and preparation tasks. Not responsible for training other units assigned to their AEFs or certifying those units for deployment. If required, lead wing commanders may serve as AEW/CCs, especially in operations with no pre-established C2 capability.

2.7. Wing and Base-Level Agencies. Maintain force readiness. Accomplish assigned planning and preparation actions to include AOR-specific training events. Develop CONOPS and supporting plans as required to support AEF operations. Advise Wing Commander of base level activities that may interfere with training, deployment, or recovery of EAF resources.

2.7.1. Wing Commander. Responsible for the fair and equitable assignment of personnel to wing UTCs. Responsible for training within the wing. Certifies wing's combat capability through SORTS or other

reporting mechanism. Advises MAJCOM of activities specified by wing or base-level agencies that might restrict or delay EAF operations from either home or deployed locations. Recommends alternative plans, as required.

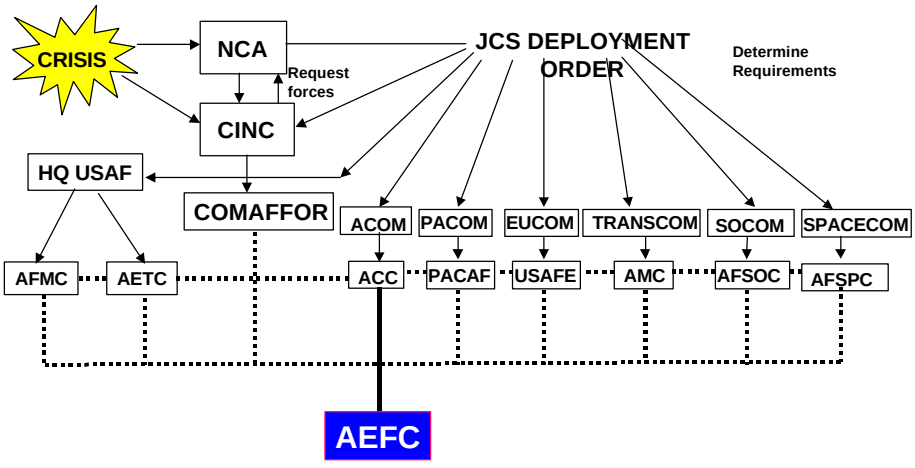
2.7.2. Squadron Commander. Ensures assigned personnel meet mission training requirements and plan for deployment in accordance with AFI 10-403, *Deployment Planning*. Responsible for rotational cycle equity at the unit level. Advises wing commander of resource changes that may impact unit capabilities.

Chapter 3

AEF CENTER (AEFC)

3.1. General. The AEF Center (AEFC) is a cross-functional, centralized management team designed to facilitate EAF operations that include AEF force package preparation for contingency steady state rotations and on-call AEW operational requirements, and integrating trained aerospace forces to meet theater CINCs' requirements across the full spectrum of operations. The AEFC facilitates AEF/AEW management and administrative tasks to include: AEF/AEW preparation for a given tasking and location; providing AEF/AEW continuity; assisting the sourcing of forces (UTCs/individuals) for USAF component requirements using MAJCOM-approved schedules; developing unit preparation and training templates; guiding all aspects of AEF/AEW planning, to include facilitating TPFDD refinement and DRMD preparation; and monitoring AEF/AEW readiness. The AEFC provides continuity during crisis action planning, escalation to surge or full-scale MTW operations, and the return to steady-state operational levels. Included in this is responsibility for working with the Air Force Operations Group during crisis action planning and with HQ USAF/XO for force reconstitution planning.

3.2. Authority. The AEFC is the CSAF designated coordinating authority and is authorized DIRLAUTH across all MAJCOMs, USAF components, and AEF/AEW scheduled units to provide readiness oversight and to integrate required planning and sourcing processes. As a facilitating staff designed to leverage the advantages of a central focal point for AEFs/AEWs, the AEFC has no chain of command authority with AEF units (Fig 3.1 and 3.2).



Solid Line: Command relationships
Dashed Line: Coordination relationships (DIRLAUTH)

Figure 3.1. AEFC Relationships - Joint

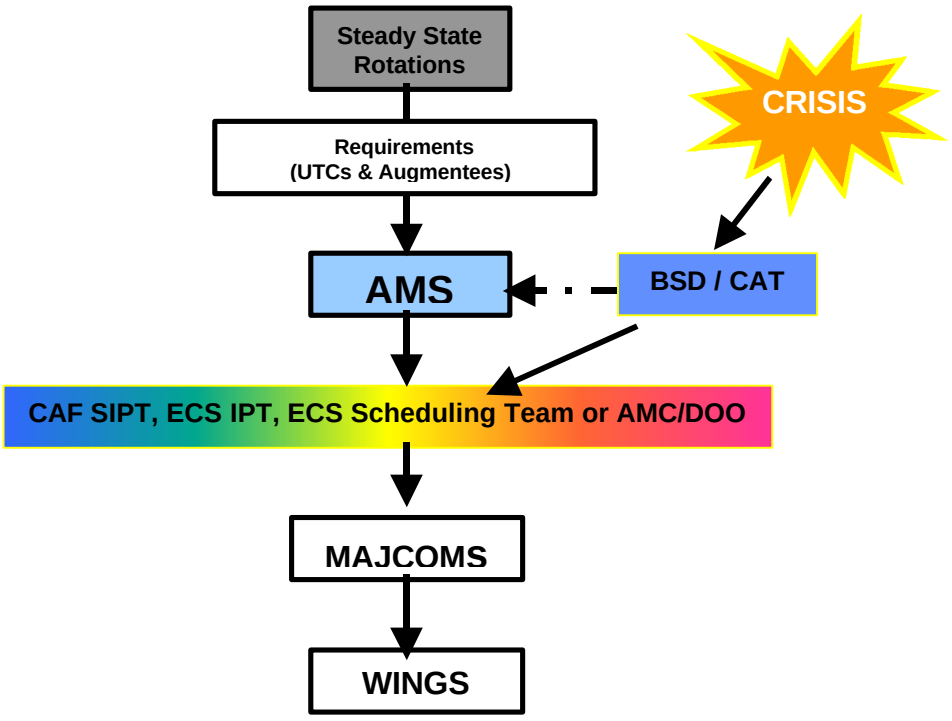
3.3. Organization.

3.3.1. Administration. Administratively assigned to ACC, reporting directly to ACC/XO.

3.3.2. Blue and Silver Teams. The AEFC consists of two teams that provide the AEFs expert advice on all aspects of planning and preparation to include operations, mobility, training, C2, and combat support. Team composition includes theater and functional experts from active duty, ANG and AFRC.

3.3.2.1. Scope. Each team will provide oversight to two paired AEFs (1 & 2; 3 & 4; etc.), and their associated on-call AEW and LMW.

Figure 3.2. AEFC Relationships – Air Force



3.4. Functions.

3.4.1. Planning. Consolidates and streamlines planning actions. Coordinates with HQ USAF to ensure AF planning policy meets requirements. Coordinates and integrates information provided by the supported theater COMAFFOR; sourcing/scheduling IPTs and AMC/DOO; and supporting MAJCOMs with AEF/AEW assigned units. Serves as focal point for planning documentation, integration, and TPFDD refinement.

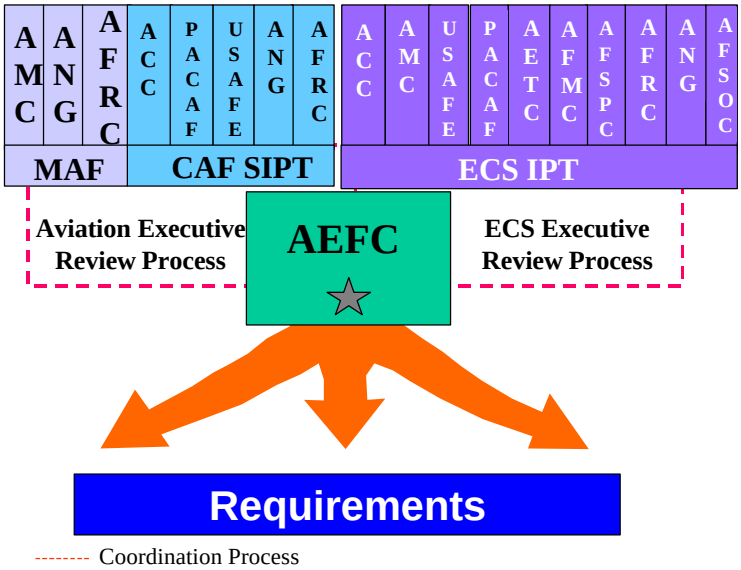
3.4.1.1. JOPES Support and TPFDD Management. Provides oversight of AEF and AEW forces during the development of steady state and crisis-action TPFDDs. Coordinates with the USAF components following initial requirement development and assists in translation of CINC course of action

into TPFDDs. Provides technical and administrative support to all MAJCOM/FOA/DRUs for unit line number (ULN) structure to include fragging and tailoring guidance.

3.4.1.2. Sourcing and Scheduling. Serves as oversight authority for sourcing and scheduling processes within AEFs/AEWs. Maintains visibility over current AEF CAF, MAF, ECS, and on-call AEW schedules as provided by the CAF SIPT, AMC/DOO, and the ECS IPT, respectively. Reviews USAF component nomination of a UTC's providing organization. Monitors operational TPFDDs and DRMDs for sourcing discrepancies, and coordinates with CAF SIPT, ECS IPT, and AMC/DOO as necessary (Fig 3.3).

3.4.1.2.1. Aviation Executive Review Process. Formal coordination of crisis action scheduling, shortfalls, and other schedule modifications for all aviation assets. Process is initiated by CAF SIPT or AMC/DOO and includes coordination with the AEFC. Using the CAF and MAF CPOs as references, additional required aviation resources are scheduled and conflicts resolved. If resolution cannot be achieved at the CAF SIPT or AMC/DOO level, reclamas through MAJCOM command chains will be the method of resolution. After a decision is made, the unit's parent MAJCOM enters the sourcing data into the TPFDD and tasks the unit.

Figure 3.3. AEFC Planning and Execution



3.4.1.2.2. ECS Executive Review Process. Formal coordination for resolution of ECS scheduling, shortfalls, and other related issues. Process initiated by AEFC Director and includes coordination with the senior officer representatives to the ECS IPT from each member MAJCOM and the ANG. The MAJCOM and ANG representatives will coordinate with MAJCOM FAMs, as required, to reach sourcing and scheduling decisions. Using the prioritized ECS UTC Schedule as a reference point, the members schedule additional required ECS resources and resolve conflicts. When the members cannot

reach agreement, the AEFC Director serves as initial arbitrator. After a decision is made, and with tasked MAJCOM approval, the ESIT enters the TPFDD data into JOPES, then completes and transmits the DRMD data to the MAJCOM-tasked unit.

3.4.1.2.3. Executive Review Coordination. Coordination may be conducted in person, or by video/audio teleconference, electronic mail, or any other method the AEFC deems appropriate.

3.4.1.3. Planning Conferences.

3.4.1.3.1. Sponsors planning conferences for steady-state rotations prior to the AEF preparation period. Provides templates for organizational and C2 relationships, theater operations, limitations, and in-place capabilities. Provides theater-specific expertise in operations and support planning. Issues planning guidance that requests MAJCOMs take specific actions to prepare units for steady-state rotations.

3.4.1.3.2. Sponsors pre-deployment planning conferences for on-call forces. Provides guidance on known CINC requirements or possible taskings. Coordinates participation of on-call AEWs, untasked but available AEF forces, LD/HD representatives, and LMWs.

3.4.1.4. Rotation and Redeployment Planning. Assists USAF component and joint task force (JTF) or ASETF in preparing redeployment TPFDDs and plans. Coordinates rotation of personnel and equipment throughout established transition period.

3.4.1.5. Reconstitution Planning. Works/coordinates with HQ USAF/XO on reconstitution planning. Coordinates with MAJCOMs to identify units in surge operations and those that require reconstitution according to established criteria and provides data to HQ USAF/XO. Assists in developing recommendations for mitigating risk during reconstitution periods. Coordinates with MAJCOMs to provide accurate reconstitution cost data to USAF/XP for programming initiatives required to return all units to pre-surge levels.

3.4.2. Lessons Learned. Actively collects lessons learned from expeditionary operations. Maintains a lessons learned library from previous deployments and preparation activities to guide future planning and improve processes. Develops classified and unclassified web-based lessons learned database with simplified data input and retrieval mechanisms for unit-level access throughout the AEF/AEW life cycle. Pushes critical lessons learned to units deploying and preparing to deploy.

3.4.3 Readiness Monitoring. Provides oversight for development and management of AEF/AEW readiness reporting system**.** Ensures up-to-date status of AEF/AEW unit readiness, providing visibility to all command levels. Facilitates units' data entry and retrieval processes. Assesses unit problem areas for overall AEF/AEW impact. Assists in asset reprioritization based on reported unit readiness levels. Identifies needed AEF/AEW repairs and upgrades to affected MAJCOMs and Air Staff functional area managers.

3.4.4. Training. Provides templates of common AEF/AEW, as well as AEF/AEW-critical/essential and theater-specific, training requirements. Works with CAF SIPT, AMC/DOO, and ECS IPT to access major exercise opportunities that may maximize the integration of AEF/AEW unit training. Advises unit/MAJCOM exercise planners on expeditionary operations training scenario development. Provides

inputs to maximize training methods for AEF/AEW-specific missions and composite teams (e.g., Distributed Mission Training for combat operations mission). Works with AETC to influence accessions, PME, and formal training curricula by recommending AEF/AEW-specific training requirements and ensuring concept compliance in published training materials. Coordinates new training requirements with requesting agencies and AETC to ensure they are established within the funding process.

Chapter 4

AEF PLANNING FOR ROTATIONAL REQUIREMENTS

4.1. General. This chapter identifies organizations, processes, and considerations involved in planning and preparing AEF units to meet known steady state rotational requirements. Additional planning considerations are provided in Chapter 6.

4.2. Planning. Deployed commanders and USAF components must constantly evaluate their ability to execute their missions based on the forces in theater. Changes to theater requirements should be provided to supporting USAF components as quickly as possible to allow timely revisions to steady-state operation TPFDDs and DRMDs.

4.2.1. The AEFC.

4.2.1.1. Sponsors initial and subsequent planning conferences (as required) prior to the AEF's preparation period. These conferences may be in person, by video/audio teleconference, or other methods as appropriate.

4.2.1.2 Monitors changes to TPFDD rotational requirements. Provides oversight to the sourcing process to ensure all requirements are met.

4.2.1.3. Facilitates coordination of UTC equipment deployment requirements and equipment already available in theater. Assists in coordination of units' load plans for the tailored UTCs and lift requirements.

4.2.2. UTC Tasking Process. Established requirements are tasked in accordance with the CAF SIPT, AMC/DOO, and ECS IPT schedules. The CAF SIPT, AMC/DOO, and the ECS IPT source changes to steady-state requirements from the TPFDD libraries. Tasked unit information for aviation UTCs is entered into the TPFDD by the MAJCOMs. Upon MAJCOM approval, unit information for ECS UTCs is entered into the TPFDD shell by the ESIT. The ESIT completes and flows all DRMDs.

4.2.2.1. Manpower requirements. Manpower requirements for known operational requirements are reflected in TPFDDs and established DRMDs. Deployment and redeployment TPFDDs are maintained by the USAF component and monitored by the AEFC. Changes to the requirements originate in theater and flow to the USAF component where the TPFDD is modified and validated, then forwarded to the AEFC for review. The ECS IPT sources ECS UTCs; the CAF SIPT or AMC/DOO sources aviation UTCs, as required.

4.2.2.1.1. Permanent Party Billets. Personnel requirements may be filled by permanent party billets established through the supported COMAFFOR. When permanent party billets replace previously identified rotational billets, the component deletes the appropriate rotational billet and notifies the AEFC.

4.2.2.1.2. Individual Augmentation. Requirements for unique personnel qualifications that cannot be satisfied by utilizing UTCs may be filled through individual augmentation rather than UTCs. These requirements are built into the TPFDD by the component, reviewed by the AEFC, and updated in the DRMD by the ESIT. The requirements are filled through coordination between the AEFC, the IPTs, the ESIT, and the Air Force Personnel Center using the appropriate PALACE program (Tenure, Blitz, Trip, etc.).

4.2.2.2. Equipment requirements. Airframe and equipment requirements are reflected in deployment TPFDDs. Rotation of the airframes and equipment is as directed by the ASETF or JTF, in coordination with the USAF component, MAJCOMs, and AEFC. To reduce lift requirements and increase transition speed, commanders may use aircraft and equipment from pre-positioned resources or from other units (rainbowing). Rainbowing must be approved by the ASETF commander, and steps must be taken to ensure accountability of assets.

4.2.3. ARC Participation. During each AEF cycle, one or both AEFs will have force elements provided by ARC units. The ARC fills the 90-day commitment, or portion of a rotation, by teaming units and personnel, and rainbowing equipment. Specific methodology for meeting this objective is managed by the ARC.

4.3. Reference Documents. The AEFC-sponsored planning conferences may address some or all of the following: TPFDD Process Letter of Instruction (developed by AF/XOPW or the AF component); MAJCOM supporting plans and TPFDDs; AEW/AEG/AES CONOPS; and Unit developed plans.

4.4. Employment. The employment objective is to meet a supported CINC's needs with relevant force packages (AEWs, AEGs, AESs) in accordance with validated theater mission requirements as identified in TPFDDs and DRMDs. Planning must focus on sustained execution in the area of operations (AO) for the AEF's 90-day period by integrating the AEW's/AEG's/AES's command, operations, and support elements into an integrated, cohesive force.

4.5. Command and Control. See para 1.9 and para 6.3 for additional C2 guidance.

4.6. Rotation Planning. The USAF Component prepares deployment/redeployment TPFDD shells that constitute the rotational requirements, and coordinates with AEFC the rotation of personnel and equipment throughout established transition period. TPFDD validation and aircraft scheduling is completed in accordance with current guidance. Steady-state rotational requirements will be updated in DRMDs by the ESIT to provide individual tasking and accountability.

4.6.1. Sustainment Support. Steady state contingencies will have pre-positioned readiness spares packages to reduce airlift requirements for deployment/redeployment.

4.7. Recovery and Reconstitution.

4.7.1. AEFC. Assists HQ USAF/XO during reconstitution planning and forwards data to Air Staff as required. Obtains updates to BSPs for assigned deployment locations from the Survey Tool for Employment Planning/Base Capabilities Assessment Tool.

4.7.2. MAJCOMs. Provide guidance for personnel and equipment recovery and reconstitution, to include leave policy, prioritization of equipment purchase or replacement, and unit readiness reporting procedures. Assimilate unit reconstitution requirements and coordinate inputs to AF/XO and AF/XP with AEFC.

4.7.3. Units. Within 45 days after redeployment, provide to the AEFC, through their parent MAJCOMs, lessons learned from the preparation, deployment, employment and redeployment phases, equipment purchase and replacement requirements, training deficits, and time and cost estimates for reconstitution.

Chapter 5

ON-CALL AND CRISIS ACTION RESPONSE PLANNING

5.1. General. This chapter addresses or references the process and requirements USAF planners must accomplish to prepare on-call forces (on-call AEW or untasked AEF assets within their deployment eligibility window). This may include, but is not limited to pop-up contingencies; augmentation of forward-deployed forces; carrier gap coverage; and HUMROs, disaster relief, or NEOs. Additional planning considerations are provided in Chapter 6.

5.2. Planning Process. USAF components transmit their theater CINC's time-critical mission requirements through appropriate channels to supporting MAJCOMs and the AEFC.

5.2.1. AEFC.

5.2.1.1. Planning Conferences. Prior to the preparation period, the AEFC will sponsor planning conference(s), as required, to facilitate readiness and accomplish planning and preparation actions for known CINC requirements and/or possible taskings. Representatives from on-call AEWs, untasked available AEF forces, and LMWs should participate in the planning conferences.

5.2.1.2. Sourcing/Scheduling. Using the established schedules, the scheduling IPTs and AMC/DOO will nominate their respective units for established requirements. Their parent MAJCOMs will task aviation units. Upon MAJCOM approval, unit information for ECS UTCs is entered into the TPFDD shell by the ESIT. The ESIT completes and flows all DRMDs. The AEFC maintains oversight on tasking levels for individual AEFs and advises senior AF leadership when a capability in tasked AEFs and the on-call AEW will be exceeded.

5.2.2. TPFDD and DRMD Development.

5.2.2.1. The USAF components will, in close coordination with HQ AMC, develop unsourced TPFDD requirements for each identified capability projected to respond to a range of crises. Supporting MAJCOMs/FOAs/DRUs may be tasked to source UTCs IAW approved unit schedules. Units will provide TPFDD Level IV detail for tasked UTCs. USTRANSCOM will evaluate all TPFDDs for transportation feasibility for the mission scenario.

5.2.2.2. Based on the supported USAF component's projected requirements, the ESIT will develop a DRMD from the TPFDD. After the initial DRMD is built, the ESIT will provide maintenance and the AEFC will provide oversight.

5.2.2.3. At execution and throughout the contingency, the AEFC and MAJCOMs monitor the TPFDD and initiate action as required.

5.3. Reference Documents. The following documents may be used in the on-call planning process: **MAJCOM** and USAF component CONOPS; Operations plans (OPLANs); OPLANS in concept format

(CONPLANs); Functional Plans (FUNCPLANs); MAJCOM, USAF component, and unit developed plans; base support plans and site surveys; and lessons learned.

5.4. Employment. The employment objective is to meet a theater CINC's requirements by creating the relevant strategic, operational, or tactical effects within timing constraints that allow an acceptable level of risk to national interests. Planning must focus on rapid response with immediate and sustained execution. Rapid deployment, timely execution, and sustained high operations tempo require integrating on-call forces' command, operations, and support elements into a cohesive force.

5.5. Posture Concepts. On-call forces will maintain the capability to rapidly transition from normal day-to-day operations to crisis response operations. Unit posture will increase consistent with the issuance and receipt of CJCS Warning/Planning/Alert/ Deployment Order, Deployment Preparation Order, and Execution Orders.

5.5.1. On-Call Status. Units will assume on-call status when identified by the CAF SIPT, AMC/DOO, and ECS IPT. This posture enables the rapid transition from normal day-to-day operations to crisis response operations. MAJCOMs, USAF components and the AEFC will describe on-call force actions in CONOPS and supporting plans, as appropriate. LD/HD assets will be tasked through the GMFP process and will not be placed "on-call" except through those procedures described in the GMFP.

5.5.2. Alert Status. Normally, initiated by a CJCS Alert Order (or Deployment Preparation Order and Warning Order with Secretary of Defense [SECDEF] direction), this posture prepares forces for rapid deployment upon receipt of an execute order. In this posture, air mobility assets, deploying personnel, and equipment may move to and assemble at designated locations. Tanker Airlift Control Elements (TALCEs) and other air mobility support units may deploy to forward locations to establish enroute support and reception capabilities at the aerial port of debarkation (APOD). Tankers and essential beddown support units may deploy to forward locations in preparation for air bridge support.

5.5.3. Response Timing. Theater CINC mission requirements dictate response timing constraints. In general, CONOPS should allow for a stair-step of response timing to reduce alert requirements. USAF components of forward-based Unified Commands must be prepared to deploy forces, particularly ECS forces, during the initial phases of contingencies, and sustain themselves until arrival of on-call AEW forces.

5.6. Command and Control.

5.6.1. See para 1.9 and para 6.3 for additional command and control guidance.

5.6.2. Anticipate that C2, ISR, and SOF systems often precede other deploying forces into the AOR in order to conduct intelligence, special reconnaissance, and C2 preparation of the battlespace.

5.7. Deployment. The rapid deployment of on-call forces is enhanced by the close coordination between the units, MAJCOMs, USAF components and AEFC throughout planning and execution. Unit posture, proper positioning of air mobility support assets, and base support planning for reception, beddown, and employment are key to rapid deployment. On-call forces capable of global employment in

a matter of hours are heavily dependent on air mobility assets; however, all forms of lift (rail movement, sealift, etc.) should be considered when developing the deployment strategy.

5.7.1. Mobility Aircraft Asset Planning. On-call force deployments can be air mobility intensive, forcing a strain on day-to-day operations supporting other peacetime and contingency operations. When positioning, deployment, and de-positioning legs are considered, several airlift and tanker sorties may be required for each combat aircraft deployed. The JCS priority system and national taskings beyond the on-call force can impact the number and type of mobility aircraft assigned to the mission. The goal of mobility aircraft asset planning is to meet all airlift and air refueling requirements with minimal wasted capacity.

5.7.2. Airlift User Requirements. Airlift users must include a full and complete description of all airlift requirements in order for AMC to match airlift assets against those requirements. This will be accomplished through the TPFDD validation process. Any changes to movement requirements must be immediately transmitted to HQ AMC TACC/XOP, TACC/XOOK, TACC/XOC, and the AEFC for re-planning. Movement requirements at Level IV detail include number of passengers (level IV detail using AF planning system - COMPES); size and weight of cargo/equipment (level IV detail through JOPES ADP); and identification of hazardous cargo.

5.7.3. Air Refueling User Requirements. A complete description of all air refueling requirements enables AMC to match tanker assets against refueling requirements. This is normally accomplished when the MAJCOM Air Operations Squadron (AOS) publishes wind corrected flight plans for the receivers. Changes to air refueling requirements must be immediately transmitted to HQ AMC TACC/XOP and XOO. Information needed by HQ AMC TACC/XOP and XOO includes receiver launch base; total fuel requirement for each receiver; receiver-to-tanker ratio; and required refueling times/locations along the route of flight.

5.7.4. Maximum (aircraft) on the ground (MOG). Deployments may be constrained by MOG restrictions at aerial ports of embarkation (APOE), enroute locations, or APODs.

5.7.5. Additional Considerations: Operating hours for destination and en route locations; infrastructure at destination and enroute locations; diplomatic, overflight and landing clearance; arming restrictions; rules of engagement and existing status of forces agreements; airspace requirements, e.g., altitude reservations and Global Air Traffic Management (GATM); and NBC defense requirements.

5.7.6. Initial Notification. Normally, a deployment will be initiated/implemented by a Warning Order with SECDEF direction, an Alert Order, a Deployment Order or an Execute Order. If the time interval between the Alert Order and the Execute Order is less than 24 hours, the planned deploy-to-execute timeline may not be achievable unless forces assumed an increased posture prior to receiving the Alert Order (such as forward deploying of mobility assets and on-call unit equipment and supplies, and placing personnel on alert status in response to a Warning Order).

5.7.6.1. Deviations from standard procedures that may impact AMC (or AMC-gained airlift) or air refueling operations must be coordinated with HQ AMC TACC/XOP and XOO.

5.7.7. Global Reach Laydown (GRL) and Equipment Positioning. AMC will provide GRL-specific assets from the enabler TPFDD library and will tailor the GRL ECS from the two AEFs or the on-call AEW to meet the requirements of each specific APOE, enroute location, and APOD identified for use in the deployment.

5.7.7.1. Mission support teams (MSTs) may deploy to the continental United States (CONUS) onload locations (normally the deploying force's launch base) and additional locations, as required. MSTs deploy with in-transit visibility (ITV) capability where Cargo Movement Operations System is not resident and/or operational.

5.7.7.2. For specific on-call AEW requirements, TALCEs may be placed on alert and positioned forward in preparation for overseas deployment.

5.7.7.3. HQ AMC/TACC will direct positioning of airlift and air refueling aircraft in preparation for deployment.

5.7.8. AMC Actions Upon Receipt of an Execute Order.

5.7.8.1. Deployment of GRL. The concept of operations for GRL is to rapidly deploy a tailored package of mobility support forces to allow AMC to operate where the enroute infrastructure is limited or nonexistent.

5.7.8.1.1. AMC will deploy mission support forces and equipment as required to establish an enroute and destination infrastructure, or to bolster an existing infrastructure of the enroute support system. If required, TALCEs and/or MSTs, with force protection forces, will deploy to establish the mobility network and provide force reception of the combat force package.

5.7.8.1.2. TALCEs, in support of on-call operations, must be capable of commencing operations at the FOL within 4 hours of arrival, and be fully operational in 12 hours. TALCEs are required to be self-supporting at a bare base location for the first 5 days, after which they require expeditionary combat support.

5.7.8.1.3. Stage crews, stage management forces, and MSTs may deploy to theater stage, enroute, and/or recovery locations to increase utilization of aircraft.

5.7.9. Air Bridge Operations. AMC will deploy tanker and tanker support forces to establish the air bridge, if required. The structure of the air bridge will depend on the force composition. Additional ECS forces will be drawn from the two AEFs.

5.7.10. Deployment and Reception of Combat/Combat-Support Forces.

5.7.10.1. HQ AMC/TACC positions escort tankers to designated staging locations to facilitate join-up with deploying/employing combat forces.

5.7.10.1.1. JTF/MAJCOM planners will plan, brief, and launch deploying/employing combat force tanker support in accordance with current guidelines and procedures.

5.7.10.2. Airlift aircraft will launch to pick up deploying units at their on-call locations and/or combat support bases and may deploy non-stop to the FOL. Airlift aircraft may be required to off-load cargo, equipment, and personnel at an FOL and then stage to a reception/staging base where refueling and crew change may occur.

5.7.10.2.1. Upon arrival at the APOD, forces will generate/regenerate aircraft as required to meet CINC tasking.

5.7.10.3. Unit commander is responsible for maintaining personnel accountability until arrival of Personnel Support for Contingency Operations (PERSCO) team. The PERSCO team provides accountability of forces and performs casualty reporting and other functions, IAW AFI 10-215.

5.7.11. Transition to Contingency Operations. The deployment phase of the operation terminates when the last force module arrives at its destination. Upon closure of the deployment phase, the TACC, AME (if formed) and TALCE commander, in accordance with established command relationships and assigned responsibilities, continues to direct intertheater air mobility and air mobility support operations.

5.7.12. Sustainment. AFFOR planners need to organize and plan for sustainment lift that begins immediately upon reaching initial combat capability status. For sustained operations, frequency-based channel operations should be coordinated with HQ AMC/TACC. Special Assignment Airlift Missions may be used for high priority requirements.

5.7.13. MAJCOM Plans. A specific plan to deploy and sustain on-call forces. MAJCOM plans provide planning and execution guidance for the use of combat/combat support forces, airlift and air refueling assets, and mission support forces. Plans should be tailored to a specific scenario, mission objective and location as identified in the overall CONOPS. NOTE: Changes to the scenario, mission objective, or location can seriously impact the successful execution of the CONOPS.

5.7.13.1. Purpose. The purpose of a MAJCOM plan is to provide the detailed planning to ensure an on-call AEW can be executed to meet the theater CINC's objectives.

5.7.13.2. Responsibilities. MAJCOMs will develop plans as required to support the CONOPS for on-call AEW deployment, sustainment, and mission execution.

5.7.13.3. Contents. As a minimum, plans should address the following areas: Theater CINC's mission requirements; USAF CONOPS; Force Composition and Tasked Units; Assumptions/limiting factors (LIMFACS); Deployment Timing Requirements; Command Structure; Scheduling and Notification Procedures of Assigned Forces/Tasked Units; and maintenance (reviews, changes, revisions, and transmitting changes and revisions).

5.7.13.4. Execution. When possible, plans are scenario, mission, and location specific. They are designed to minimize the amount of time required to mobilize, generate, and deploy an on-call AEW. As such, the level of detail within a plan must be commensurate with response timing requirements. The level of detail required in a plan limits the range of planned scenarios if they are to be executed in minimal time.

5.7.13.5. Assumptions. MAJCOM plans are built around several assumptions that may impact mission success if any of the assumptions are invalid at the time of initiation/execution. Some of the more general assumptions include:

5.7.13.5.1. Predetermined timeline has been established.

5.7.13.5.2. Operational environment allows allocation of planned assets [air traffic control (ATC), aircraft compatibility (GATM)].

5.7.13.5.3. Planned airspace will be available [ATC, aircraft compatibility (GATM), etc.].

5.7.13.5.4. Diplomatic clearances will be granted.

5.7.13.5.5. Enroute and destination airfields and infrastructure, including robust capability of GRL, are available.

5.7.13.5.6. FOLs must have infrastructure available for receipt of munitions, i.e., hot cargo pad(s), explosive sited capable aircraft parking area, explosive siting capable munitions storage and/or build-up area.

5.7.13.5.7. Fuel availability, quality, and resupply must be present at the deployed location.

5.7.13.6. Spares Support. Owning MAJCOMs will compute a Contingency High Priority Mission Support Kit to augment the unit's Mobility Readiness Spares Package. This will provide flexibility to support different AEW requirements that include smaller PAA deployments and different maintenance support concepts.

5.7.13.7. Changes and Revisions. MAJCOMS will distribute changes and revisions to other MAJCOMs and AEFC. In addition, all on-call AEW units will notify the AEFC of any LIMFACS that may prevent the execution of a given plan. Failure to do so may jeopardize the ability to meet mission requirements.

5.8. Expeditionary Combat Support (ECS). The requirement for rapid creation and sustainment of aerospace power guides ECS planning for on-call operations. ECS planning considerations must be applied to all phases of an operation: preparation, deployment, employment, sustainment, redeployment and reconstitution.

5.8.1. Forward Operating Locations (FOLs). FOLs will be pre-approved by the regional CINC. BSPs, including site surveys, airfield suitability evaluations, vulnerability assessments, beddown assessments, will be accomplished and required equipment prepositioned by the theater CINC's USAF component, with assistance from the parent MAJCOM, as required.

5.8.1.1. Forward Deployed Supplies and Equipment. Planners must determine the appropriate mix of prepositioned resources with those to deploy forward. This determination will increase on-call force

responsiveness and supportability, and reduce lift requirements. Use of War Reserve Materiel assets for small-scale contingency operations requires approval by HQ USAF/IL.

5.8.1.2. Owning MAJCOMs will provide AFMC with a list of on-call units 30 days prior to the on-call period. Based on this list, AFMC will review the critical item lists for the on-call weapon systems and conduct logistics supportability and weapon system assessments. End-to-end ECS assessments will be accomplished by the HQ USAF/CSC with assistance from AFMC. Owning MAJCOMs of on-call units will direct units to load appropriate CJCS project code and level "B" flag to appropriate records immediately upon receipt of JCS tasking orders.

5.8.1.2.1. Key planning considerations for munitions support include but are not limited to: FOL must be capable of receiving munitions via airlift and the infrastructure must exist for storage, maintenance, inspection, and build-up within the provision of AFMAN 91-201, *Explosives Safety Standards*. Munitions storage area and flightline site surveys must be accomplished prior to arrival of combat loaded aircraft or airlifted munitions.

5.8.2. Security Forces. Security Forces assets designated to support on-call operations for the first seven to ten days of operations must be prepared to deploy with the first available airlift aircraft. The Air Force Security Forces unit tasked to provide first-in force protection capability for the on-call AEWs is the 820th Security Forces Group (SFG). The Air Forces Security Forces Center recommends to the ECS IPT which units can be deployed along with, or in place of, the 820th SFG. However, USAF components of forward-based Unified Commands must be prepared to deploy forces, particularly security forces and other force protection related UTCs, during the initial phases of contingencies, and sustain themselves until arrival of 820 SFG forces, even if delayed significantly. Follow-on support will be required after the initial period or if the threat increases. Detailed procedures can be obtained from HQ USAF/XOF.

5.9. Redeployment. The AEFC assists the supported USAF component in preparing redeployment TPFDDs, to include personnel and equipment movement. TPFDD validation and aircraft scheduling is completed in accordance with the TPFDD LOI. The PERSCO team provides in-theater accountability of forces until redeployment is complete.

5.10. Rotation Planning. The supported USAF component will elevate to the unified command when a contingency operation will exceed 90 days and/or require ongoing rotational support. The AEFC identifies tasked units that have been deployed beyond their pre-established deployment window (in excess of 90 days). In coordination with the AEFC, the supported USAF component and JTF or ASETF prepares TPFDDs and transition plans, to include preparing unsourced TPFDD shells for rotational requirements and coordinating personnel and equipment rotations throughout established transition period. TPFDD validation and aircraft scheduling will be completed in accordance with the TPFDD LOI.

5.11. Reconstitution and Recovery.

5.11.1. AEFC. Works with HQ USAF/XO to execute all reconstitution planning and forwards data to Air Staff as required. Escalates reconstitution efforts when force commitment exceeds sustainment levels. Coordinates with MAJCOMs to identify units in surge operations and those that require reconstitution. Monitors personnel, training, equipment, and supply status throughout surge operations, advising Air Staff of critical impacts to on-call operations, the AEF/AEW schedule and MTW execution.

5.11.2. MAJCOMs. Provide guidance for personnel and equipment recovery, to include leave policy, prioritization of equipment purchase or replacement, and unit readiness reporting procedures. Assimilate unit reconstitution requirements and coordinate inputs to AF/XO and AF/XP with AEFC.

5.11.3. Units. Within 45 days of redeployment, provide to the AEFC, through their parent MAJCOMs, lessons learned and updates to BSPs for assigned employment locations, equipment purchase and replacement requirements, training deficits, and time and cost estimates for reconstitution.

Chapter 6

PLANNING CONSIDERATIONS COMMON TO ALL EXPEDITIONARY OPERATIONS

6.1. General. This chapter addresses planning factors critical to the success of all expeditionary missions. This is not an all-inclusive list. Other functional area planning factors are included in supporting CONOPS and plans, and AFMAN 10-401, *Operation Plan and Concept Plan Development and Implementation.*

6.2. UTC Development.

6.2.1. In coordination with Air Staff FAMs, MAJCOMs will develop modular, scalable UTCs to provide combat and support operations across the spectrum of operations. These UTCs, while designed for SSCs, will combine to meet MTW requirements.

6.2.2. HQ USAF/XOPW will develop Core UTC Packages (CUPs) in coordination with Air Staff FAMs. These CUPs will facilitate force packaging for SSC through MTW deliberate planning operations by identifying capabilities recommended for specific scenarios. AEF forces may be notionally identified during sourcing conferences to fill these requirements.

6.3. Command and Control. The supported USAF component mission requirements dictate the size, composition and total requirement for the command element. These requirements may range from planning, coordinating and directing joint aerospace operations to commanding the operating and support forces. Planners must ensure CONOPS integrate the entire C2 system: the personnel, organization, equipment, facilities, communications and information. The USAF will maintain sufficient fully trained and deployable Quick Response Packages to support both COMAFFOR and AOC C2 requirements. See also para 1.9.

6.3.1. Organization. MAJCOMs will publish G-series orders IAW AFI 38-101, *Air Force Organization,* to establish aerospace expeditionary units, and designate Personnel Accounting System (PAS) codes to track all deploying personnel. Appointments and assumptions of command for expeditionary units will be IAW AFI 51-604, *Appointment to and Assumption of Command.* Organizational structures, command relationships, and the presentation of USAF forces are detailed in AFDD 2 and AFI 38-101.

6.3.2. Leadership structure. The supported USAF component designates (and normally provides) the COMAFFOR and staff, while the designated AEF lead wings may provide contingency leadership at the tactical level for the operating and support forces (AEW/CC, AEG/CC, AES/CC).

6.3.3. Director of Mobility Forces (DIRMOBFOR). A DIRMOBFOR may be requested by the theater USAF component, through the theater command, to USTRANSCOM. In the event of an Air Force-only operation, the theater USAF component may request a DIRMOBFOR from AMC. The DIRMOBFOR may be nominated by the theater USAF component. HQs AMC, PACAF, and USAFE will maintain a list of trained DIRMOBFOR candidates from their MAJCOMs, pre-designated for specific theaters and certain special missions. These candidates will be available for AEF/AEW deployment and

follow-on operations. When mobility expertise is required but a DIRMOBFOR is not required, at the discretion of the JFACC (or COMAFFOR), a liaison officer may be deployed.

6.3.4. Personnel. USAF components determine the UTC force structure necessary to meet mission objectives. Based on these UTCs, personnel requirements are specified in the TPFDD and the DRMD. Upon arrival at the employment location, all personnel process through the PERSCO team or the unit commander will maintain a record of accountability until the PERSCO team arrives. The PERSCO team provides accountability of forces, performs casualty reporting, and other functions, IAW AFI 10-215, *Personnel Support for Contingency Operations.*

6.3.5. Equipment and Facilities. The overall C2 structure will require systems to enable: production and dissemination of the air tasking order (ATO), airspace coordination order (ACO), and space tasking order (STO); status of flight monitoring; combat intelligence systems; weather information transmission; and radio, voice, data, and visual communications.

6.3.6. ISR Planning. Specific requirements for employment of ISR assets must be considered. Planning factors include platform and sensor types as well as the tasking, processing, exploitation, and dissemination CONOPS needed to support situational awareness, targeting, and other campaign activities.

6.4. Communications, Information and Postal. AEF/AEW lead units may provide the core communications, information, and visual information to the operating and support forces. MAJCOM Postal Commands will provide postal personnel for steady state and on-call requirements. Additional augmentation may be required to meet the minimum required communications capabilities. Network and interface management will integrate communications and information links to maximize performance and meet mission requirements. The communications and information presentation of forces at the base level will be the Network Control Center, Deployable (NCC-D). The NCC-D will provide information assurance and ensure operational availability of information to meet mission requirements. As a minimum, the following will be provided:

6.4.1. Radio communications may include, but are not limited to: very high frequency (VHF) line of site, ultra high frequency (UHF), UHF/super high frequency (SHF) satellite communications (SATCOM), to include International Maritime Satellite, high frequency/single side band, and personal communications services (land mobile radios, cellular telephones, and pagers).

6.4.2. Voice communications capabilities will include secure and non-secure Defense Switched Network and, if available, local telecommunications capabilities.

6.4.3. Record communications, or an approved follow-on system, will be used for official message traffic.

6.4.4. Data communications (to include imagery) will be provided by the Joint Worldwide Intelligence Communications System for SCI connectivity, SECRET Internet Protocol Router Network (SIPRNET) or Unclassified Internet Protocol Router Network (NIPRNET). Additionally, network management services and systems administration support may be necessary to support C2 and administrative support systems.

6.4.5. Visual information services will be provided to support operational briefings, status reporting, intelligence activities, and public affairs requirements. Combat camera (COMCAM) teams may be tasked to assist in the processing of armament delivery record (ADR) imagery at the theater level and provide coordination with the respective supported CINC staff. Special communications connectivity considerations may be necessary to support the gathering, processing and dissemination of material within the AOR, as well as for distribution of products to the Joint Combat Camera Center.

6.4.6. Information Protection (IP). IAW AFPD 33-2, *Information Protection*, measures will be implemented to protect friendly information systems by preserving the availability, integrity, and confidentiality of the systems and the information contained within the systems. IP includes communications security, computer security, and emission security. For information security planning considerations, reference AFMAN 10-401, *Operation Plan and Concept Plan Development and Implementation*.

6.4.7. Postal Services. Postal Services will be provided and included in the initial planning stages.

6.4.8. Records Management. Records management services will be provided to support storage, access, retrieval, protection, disposition, and to preclude inadvertent loss of records regardless of media. This will include capturing records from office applications, e-mail, messaging systems, or any other application generating records.

6.5. Low Density/High Demand Assets: Planners should reference GMFP to ensure planning, tasking, and employment of force enablers is consistent with current policy. The AEFC will monitor force employment rates.

6.6. Force Protection. Force protection requirements will be determined by the theater CINC, consistent with the threat and mission objectives. Mission, Enemy, Terrain, Troops and Support Available, Time Available (METT-T) establish the primary planning considerations for force protection requirements in any operation.

6.6.1. USAF component team (including Security Forces, OSI, and operations personnel) should conduct site force protection surveys of potential FOLs and enroute stops prior to deployments, and review surveys regarding potential FOLs and en route stops annually or as necessary. Results of these surveys should be maintained by the USAF component and provided to the AEFC. These surveys determine vulnerabilities, threats, in-place security support, and perform criticality analysis. Rules of Engagement and Status of Forces Agreements, in addition to other host-nation support agreements, should also be verified at this time.

6.6.2. Planners must incorporate force protection measures into all phases of the operation, including preparation, deployment, employment, sustainment, redeployment, and reconstitution. Based upon METT-T factors, commanders and planners must ensure personnel accommodations, food, water, sanitation, communications equipment and lines, operational resources and their necessary support infrastructure, and other mission critical items are protected. Force protection is not restricted to a single AFSC. All personnel must take an active role in protecting the force. Further, air component planners should ensure security forces and their equipment receive priority movement into any employment

location or situation. MAJCOM planners can assist by continually reviewing TPFDD information and maintaining its accuracy and relevancy. For additional planning considerations on base security, local ground defense, and security force mobility, reference AFMAN 10-401, *Operation Plan and Concept Plan Development and Implementation*.

6.6.3. AFOSI provides critical counterintelligence support to force protection and must be prepared to deploy with the first available airlift aircraft. HQ AFOSI determines which personnel can/will be deployed in support of an AEF or AEW.

6.7. Nuclear, Biological, Chemical, and Conventional (NBCC) Defense. Personnel designated to support on-call operations must be prepared to deploy with the ability to conduct appropriate NBCC defense operations consistent with the known NBCC threat from both state and non-state sponsored adversaries.

6.7.1. Ability to survive and operate (ATSO). ATSO and NBCC defense are not restricted by Air Force Specialty Code. All personnel must take an active role in ensuring they can survive and operate in an NBCC environment, including the ability to conduct contamination avoidance, individual protection, collective protection, and decontamination operations according to AFMAN 32-4005, *Personnel Protection and Attack Actions*, and AFMAN 32-4014v4, *USAF Ability to Survive and Operate Procedures in a Nuclear, Biological, and Chemical (NBC) Environment*, to include conventional protection reference AFPD 32-40, *Disaster Preparedness.*

6.7.2. Planning. Planners must incorporate the appropriate ATSO and NBCC defense measures into all phases of the operation, including preparation, deployment, employment, sustainment, redeployment, and reconstitution.

6.7.3. Responsibility. CE Readiness personnel assigned to the Base Civil Engineer are responsible for the planning and execution of the NBC passive defense program according to AFI 32-4001, *Disaster Preparedness Planning and Operations*, AFMAN 32-4017, *NBC Technician's Manual*, and the *USAF Chemical and Biological Defense Concept of Operations*.

6.8. In-transit Visibility (ITV). To ensure ITV of deploying personnel, cargo, and equipment, DoD components, agencies, and services will capture, process, and transmit shipment information in electronic format to maximize electronic capture of movement data via automated information systems feed the GTN. For cargo and equipment movement, shippers must comply with the provisions of DoD Regulation 4500.32R, *Military Standard Transportation and Movement Procedures*, and AFI 10-403, *Deployment Processing.*

6.9. Functional Considerations. The following functions must be considered in overall plan development: logistics plans, communications and information, transportation, services, munitions, maintenance, contracting, petroleum, oils and lubricants, supply, medical, intelligence, space, operations security, air base operability, security forces, force protection, financial management and comptroller, civil engineering (to include force beddown and sustainment, fire protection, explosive ordinance disposal, and NBC readiness support), judge advocate, weather, safety, aircrew life support, chaplain, public affairs, history, manpower, and personnel. Expanded guidance for functional areas can be found in CONOPS, supporting plans, and AFMAN 10-401, *Operation Plan and Concept Plan Development and*

Implementation. MAJCOMs should produce a support CONOPS for contingency operations that identifies the overall weapons system support concept required for each weapon system. The CONOPS should be distributed to the supporting operations commands and AFMC.

MARVIN R. ESMOND, Lt Gen, USAF
DCS/Air & Space Operations

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

JP 1, *Joint Warfare of the Armed Forces of the United States,* 10 Jan 95

JP 1-02, *DOD Dictionary of Military and Associated Terms,* as amended through 6 Apr 99

JP 3-17, *Joint Doctrine and Joint Tactics, Techniques, and Procedures for Air Mobility Operations,* 5 Nov 98

AFDD 1, *Air Force Basic Doctrine,* 1 Sep 97

AFDD 1-2, *Air Force Glossary,* 9 Jul 99

AFDD 2, *Organization and Employment of Aerospace Power,* 28 Sep 98

AFDD 2-3, *Military Operations Other Than War (MOOTW),* 5 Oct 96

AFDD 2-4, *Combat Support,* 1 Jun 99

AFDD 2-6, *Air Mobility Operations,* 25 Jun 99

AFDD 2-6.1, *Airlift* (Pending)

AFDD 2-6.2, *Air Refueling,* 19 Jul 99

AFDD 2-6.3, *Air Mobility Support* (Pending)

AFDD 2-7, *Special Operations* (Pending)

AFDD 2-8, *Command and Control* (Pending)

AFPD 33-2, *Information Protection,* 1 Dec 96

AFI 10-215, *Personnel Support for Contingency Operations,* 1 Apr 99

AFPD 10-4, *Operations Planning,* 1 Oct 96

AFMAN 10-401 Vol 1, *Operation Plan and Concept Plan Development and Implementation,* 1 May 98

AFMAN 10-401 Vol 2, *Planning Formats and Guidance,* 1 May 98

AFI 10-402, *Mobilization Planning,* 1 Jan 97

AFI 10-403, *Deployment Planning,* 27 May 98

AFI 10-404, *Base Support Planning,* 16 Nov 94

AFH 10-416, *Personnel Readiness and Mobilization,* 22 Dec 94

AFPAM 10-417, *USAF Deployment Management,* 1 May 97

AFI 13-1 AOC Vol 3, *Operational Procedures -- Aerospace Operations Centers,* 1 Jun 99

AFMAN 32-4005, *Personnel Protection and Attack Actions,* 1 Mar 99

AFMAN 32-4014 Vol 1, *USAF Operations in a Chemical and Biological (CB) Warfare Environment, CB Planning and Analysis,* 1 Mar 98

AFMAN 32-4014 Vol 2, *USAF Operations in a Chemical and Biological (CB) Warfare Environment, CB Hazards,* 1 Dec 97

AFMAN 32-4014 Vol 3, *USAF Operations in a Chemical and Biological (CB) Warfare Environment, CB Equipment,* 1 Mar 98

AFMAN 32-4014 Vol 4, *USAF Ability to Survive and Operate Procedures in a Nuclear, Biological, and Chemical (NBC) Environment,* 1 Mar 98

AFPD 32-40, *Disaster Preparedness,* 1 May 97

AFI 32-4001, *Disaster Preparedness Planning and Operations,* 1 May 98

AFI 38-101, *Air Force Organization,* 1 Jul 98

AFMAN 32-4017, *NBC Technician's Manual,* 1 Jun 98

AFI 51-604, *Appointment to and Assumption of Command,* 2 Jan 97

AFMAN 91-201, *Explosives Safety Standards,* 1 May 99

USAF Chemical and Biological Defense Concept of Operations, Jan 98.

Abbreviations and Acronyms

ACC	Air Combat Command
ACO	Airspace control order
ACS	Agile Combat Support
AEF	Aerospace Expeditionary Force
AEFC	Aerospace Expeditionary Force Center
AEG	Aerospace Expeditionary Group
AES	Aerospace Expeditionary Squadron
AETC	Air Education and Training Command
AEW	Aerospace Expeditionary Wing
AFDD	Air Force Doctrine Document
AFFOR	Air Force forces
AFI	Air Force Instruction
AFMAN	Air Force Manual
AFMC	Air Force Materiel Command
AFPD	Air Force Policy Directive
AFRC	Air Force Reserve Command
AFSC	Air Force Specialty Code
AFSPC	Air Force Space Command
AFSOC	Air Force Special Operations Command
AMC	Air Mobility Command
ANG	Air National Guard

AOC	Air operations center
AOR	Area of responsibility
AOS	Air Operations Squadron
APOD	Aerial port of debarkation
APOE	Aerial port of embarkation
ARC	Air Reserve Component
ASETF	Aerospace Expeditionary Task Force
ATC	Air Traffic Control
ATO	Air tasking order
ATSO	Ability to Survive and Operate
BSD	Battle Staff Director
BSP	Base Support Plan
C2	Command and Control
CAF	Combat Air Forces
CAT	Crisis Action Team
CINC	Commander-in-Chief
CJCS	Chairman of the Joint Chiefs of Staff
COMAFFOR	Commander of Air Force Forces
COMPES	Contingency Operation/Mobility Planning and Execution System
CONOPS	Concept of Operations
CONPLAN	Operation plan in concept format; concept plan
CONUS	Continental United States
CPO	Consolidated Planning Order
CSC	Combat Support Center
DIRLAUTH	Direct liaison authorized
DIRMOBFOR	Director of Mobility Forces
DOD	Department of Defense
DRMD	Deployment Requirements Manning Document
EAF	Expeditionary Aerospace Force
ECS	Expeditionary Combat Support
ECS IPT	ECS Integrated Process Team
ESIT	ECS Scheduling Integration Team
FAM	Functional area manager
FOL	Forward operating location
GATM	Global Air Traffic Management
GMFP	Global Military Force Policy
GRL	Global Reach Laydown
HN	Host nation

HNS	Host nation support
HQ	Headquarters
HUMRO	Humanitarian relief operation
ITV	In-transit visibility
JFACC	Joint Force Air Component Commander
JCS	Joint Chiefs of Staff
JFC	Joint Force Commander
JOPES	Joint Operation Planning and Execution System
JP	Joint Publication
JTF	Joint Task Force
LD/HD	Low Density/High Demand
LIMFACS	Limiting factors
LMW	Lead mobility wing
MAF	Mobility air forces
MAJCOM	Major command
METT-T	Mission, enemy, terrain, troops and support available, time available
MOG	Maximum (aircraft) on ground
MST	Mission support team
NAF	Numbered Air Force
NBCC	Nuclear, biological, chemical and conventional
NCA	National Command Authorities
NEO	Non-combatant evacuation operation
NIPRNET	Unclassified but Sensitive Internet Protocol Router Network
OPCON	Operational control
OPLAN	Operation Plan
PACAF	Pacific Air Forces
PAS	Personnel accounting symbol
PERSCO	Personnel support for contingency operations
SECDEF	Secretary of Defense
SFG	Security Forces Group
SIPRNET	SECRET Internet Protocol Router Network
SIPT	Scheduling Integrated Process Team
SORTS	Status of Resources and Training System
SSC	Small Scale Contingency
STO	Space tasking order
TACC	Tanker airlift control center
TALCE	Tanker airlift control element

TPFDD	Time-phased force and deployment data
UHF	Ultra high frequency
USACOM	United States Atlantic Command
USAF	United States Air Force
USAFE	United States Air Forces in Europe
UTC	Unit type code
USTRANSCOM	US Transportation Command

Terms

Aeromedical Evacuation (DOD) The movement of patients under medical supervision to and between medical treatment facilities by air transportation. (JP 1-02)

Aerial Port of Debarkation (APOD) A station which serves as an authorized port to process and clear aircraft (scheduled, tactical, and ferried) and traffic for entrance to the country in which it is located. For AEFs, this will usually be the forward operating location (FOL).

Aerial Port of Embarkation (APOE) A station which serves as an authorized port to process and clear aircraft (scheduled, tactical, and ferried) and traffic for departure from the country in which it is located.

Aerospace Expeditionary Force Aerospace Expeditionary Forces (AEFs) are a composite organizations of aerospace capabilities from which a tailored ASETF, composed of AEWs, AEGs, and AESs, is created to provide forces to meet theater commander in chief (CINC) requirements. An AEF is not a discrete warfighting unit.

Aerospace Expeditionary Group (AEG) An AEG is an independent group assigned or attached to an ASETF or an in-place NAF by MAJCOM G-series orders. Normally, the ASETF or in-place NAF commander also exercises OPCON of AEGs. An AEG is composed of the group command element and one or more squadrons. The AEG, depending on the size and structure of the AEF, is the lowest command echelon of AEFs that may report directly to a COMAFFOR

Aerospace Expeditionary Task Force (ASETF) An ASETF is a tailored, task organized aerospace force presented to a joint force commander (JFC) consisting of a deployed NAF headquarters, or command echelon subordinate to a NAF headquarters, and assigned and attached operating forces (command element plus operating forces). An ASETF can be sized depending on the level and nature of the conflict and the size of the aerospace component required. The ASETF is commanded by the designated Commander, Air Force Forces (COMAFFOR) and is activated by MAJCOM G Series orders.

Aerospace Expeditionary Wing (AEW) An AEW is a wing or a wing slice assigned or attached to an ASETF or an in-place NAF by MAJCOM G-series orders. Normally, the ASETF or in-place NAF commander also exercises OPCON of AEWs. An AEW is composed of the wing command element and some groups. The AEW commander reports to a COMAFFOR.

Agile Combat Support (ACS) ACS underpins Global Engagement and provides the foundation for the other Air Force Core Competencies. It includes the processes with which the Air Force creates, sustains, and protects all aerospace capabilities to accomplish mission objectives across the spectrum of military operations. ACS supports the capabilities that distinguish aerospace power…speed, flexibility, and global perspective.

Air Bridge An air bridge is a series of enroute locations outlining an air route of travel for rapid deployment and sustainment of forces. Many enroute locations serve as crew staging locations in addition to meeting enroute-servicing requirements, allowing aircraft to continue to their destination with little delay. The air bridge normally has air refueling forces positioned along the route to allow non-stop

flight to final destinations. Deploying aircraft, sustainment airlift aircraft, and aircraft conducting global attack missions may use the air bridge for their inter-theater missions.

Air Operations Center (DOD) The principal air operations installation from which aircraft and air warning functions of combat air operations are directed, controlled, and executed. It is the senior agency of the Air Force Component Commander from which command and control of air operations are coordinated with other components and Services. Also called AOC. (JP 1-02)

Airlift Operations to transport and deliver forces and materiel through the air in support of strategic, operational, or tactical objectives. (AFDD 1-02)

Air Refueling The capability to refuel aircraft in flight, which extends presence, increases range, and allows air forces to bypass areas of potential trouble. (AFDD 1-02)

Alert Status A posture, initiated by a CJCS Alert Order, in which designated units prepare their personnel and equipment for rapid deployment upon receiving tasking.

Attainment The point in time during the deployment when enough resources are available to begin AEF force employment.

Command and Control (DOD) The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Also called C2. (JP 1-02)

Core UTC Package (CUP) The Core UTC Package represents a linking of UTCs to meet a larger capability. Two types of CUPs include Aviation and Support. Aviation CUPs systematically bring together all required resources needed to sustain operations of a particular MDS at a standard location. Support CUPs represent capabilities ranging from humanitarian missions to combat support requirements at generic location. Utilization of CUPs can facilitate the development of a TPFDD.

Counterair A US Air Force term for air operations conducted to attain and maintain a desired degree of air superiority by the destruction or neutralization of enemy forces. Both air offensive and air defensive actions are involved. The former range throughout enemy territory and are generally conducted at the initiative of the friendly forces. The latter are conducted near or over friendly territory and are generally reactive to the initiative of the enemy air forces. (Joint Pub 1-02) Counterair integrates and exploits the mutually beneficial effects of offensive and defensive operations by fixed- and rotary-wing aircraft, surface-to-air and air-to-air missiles, antiaircraft guns, artillery, and electronic warfare to destroy or neutralize enemy aircraft and missile forces both before and after launch (AFDD 1-02)

Counterinformation Counter information seeks to establish a desired degree of control in information functions that permits friendly forces to operate at a given time or place without prohibitive interference by the opposing force. (AFDD 1-02)

Counterland Operations conducted to attain and maintain a desired degree of superiority over surface operations by the destruction, disrupting, delaying, diverting, or other neutralization of enemy forces. The main objectives of counterland operations are to dominate the surface environment and prevent the opponent from doing the same. (AFDD 1-02)

Countersea Operations conducted to attain and maintain a desired degree of superiority over maritime operations by the destruction, disrupting, delaying, diverting, or other neutralization of enemy naval forces. The main objectives of countersea operations are to dominate the maritime environment and prevent the opponent from doing the same. (AFDD 1-02)

Counterspace Those offensive and defensive operations conducted by air, land, sea, space, special operations, and information forces with the objective of gaining and maintaining control of activities conducted in or through the space environment. (AFDD 1-02)

Direct Liaison Authorized (DIRLAUTH) That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Direct liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised. (Joint Pub 1-02)

Expeditionary Aerospace Force (EAF) The EAF concept is how the Air Force will organize, train, equip, and sustain itself by creating a mindset and cultural state that embraces the unique characteristics of aerospace power – range, speed, flexibility, precision – to meet the national security challenges of the 21st Century.

Expeditionary Combat Support (ECS) The essential capabilities, functions, activities, and tasks necessary to sustain all elements of aviation and ground combat operations forces in a deployed location. It includes but is not limited to that support rendered by service forces in ensuring the aspects of supply, maintenance, transportation, health services, and other services required by units to accomplish their missions in combat. ECS functions include air traffic control and air field management, chaplain, civil engineer, communications and information, contracting, financial management and comptroller, historian, intelligence, judge advocate, logistics plans, maintenance and munitions, manpower, medical military equal opportunity, personnel, postal services, protocol, public affairs, safety, security forces, services, supply, transportation, and weather. ECS concepts assure that AEFs are supported and operate with a small support footprint and streamlined infrastructure requirements.

Follow-On Combat Capability (FCC) The point in the deployment where enough resources are available to maintain employment for 30 days.

Force Package A Force Package is the basic unit designator of a unit type code (UTC) and is used as a planning tool to tailor an AEF.

Global Reach Laydown (GRL) GRL refers to both the assets of and strategy for ensuring effective employment of a robust global air mobility support system. The backbone of GRL is the en route system, a worldwide network of personnel, material, equipment, and facilities providing command and control,

logistics, maintenance, and aerial port services to air mobility forces. The system is flexible, capable of expanding or contracting according to operational requirements in peacetime, contingency, or war. It may expand to new locations to provide services, or increase the level of support at existing locations. Global Reach Laydown permits continuous global command and control of air mobility forces regardless of their location, providing commanders real-time information regarding the status of missions and assets, as well as the location and disposition of transported personnel and material cargo -- in-transit visibility (ITV).

Initial Combat Capability (ICC) The point in time during the deployment when enough resources are available to maintain AEF operations employment for 7 days.

Intelligence (DOD) 1. The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas. 2. Information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding. (JP 1-02)

In-Transit Visibility (ITV) The ability to track the identity, status, and location of DOD unit and non-unit cargo (excluding bulk petroleum, oils, and lubricants); medical patients; and personal property from origin to consignee or destination established by the CINCs, the services, or DOD agencies during peace, contingencies, and war. [USTRANSCOM Handbook 24-2]

Joint Force Air Component Commander (DOD) The joint force air component commander derives authority from the joint force commander who has the authority to exercise operational control, assign missions, direct coordination among subordinate commanders, redirect and organize forces to ensure unity of effort in the accomplishment of the overall mission. The joint force commander will normally designate a joint force air component commander. The joint force air component commander's responsibilities will be assigned by the joint force commander (normally these would include, but not be limited to, planning, coordination, allocation, and tasking based on the joint force commander's apportionment decision). Using the joint force commander's guidance and authority, and in coordination with other Service component commanders and other assigned or supporting commanders, the joint force air component commander will recommend to the joint force commander apportionment of air sorties to various missions or geographic areas. Also called JFACC. (JP 1-02)

Joint Force Commander (DOD) A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called JFC. (JP 1-02)

Lead Unit MAJCOMs will designate a lead unit when the forces placed on call come from more than one location. The Lead Unit works closely with the parent MAJCOM who directs the planning and coordination efforts of designated AEF units to determine operational, logistics, and support requirements to meet mission objectives.

Limiting Factor (DOD) A factor or condition that, either temporarily or permanently, impedes mission accomplishment. Illustrative examples are transportation network deficiencies, lack of in-place facilities,

malpositioned forces or materiel, extreme climatic conditions, distance, transit or overflight rights, political conditions, etc. (JP 1-02)

Maximum (aircraft) on the Ground (MOG) The maximum number of aircraft that can be accommodated at one time at a specific location due to limitations of ramp space, servicing capabilities, cargo handling, or other considerations.

Mission Support Teams (MSTs) MSTs are smaller TALCE-like organizations that are generally capable of the same support TALCEs provide, only on a much smaller scale. They are generally led by a non-commissioned officer and provide a level of C2, aerial port, and maintenance services capable of supporting MOG of one aircraft.

Navigation and Positioning Those operations that provide accurate location and time of reference in support of strategic, operational, and tactical missions. (AFDD 1-02)

Noncombatant Evacuation Operations (DOD) Operations directed by the Department of State, the Department of Defense, or other appropriate authority whereby noncombatants are evacuated from foreign countries when their lives are endangered by war, civil unrest, or natural disaster to safe havens or to the United States. Also called NEO. (JP 1-02)

On Call Status A posture assumed by units designated by MAJCOMs allowing units to rapidly transition from normal day-to-day operations to AEF operations. This posture is established before receipt of a CJCS Alert Order

Pre-Positioning Pre-positioning refers to movements that take place prior to receipt of a CJCS Warning/Alert Order. Pre-positioning normally refers to equipment and supplies. *Exception*: The HQ AMC TACC commander may (pre)position air refueling forces (aircraft and crews) in anticipation of a Warning/Alert Order. Depending on the nature of the contingency, this will facilitate the timely movement of other positioning/deploying forces.

Positioning Positioning refers to movements that take place after receipt of a Warning/Alert Order but prior to the Execute Order. Positioning normally refers to aircraft, aircrews, and MSTs.

Rainbowed Equipment Non-prepositioned equipment that is sourced from multiple units, left in place, and utilized by multiple units over time to enable the best support of vulnerable AEFs while minimizing home station impact on supporting units (Equipment working group, ECS Conference)

Reachback The process of obtaining products, services, and applications or forces, equipment, or materiel from Air Force organizations that are not forward deployed (AFDD 2, AFDD 1-2). This capability allows commanders to obtain or coordinate support from units not physically located with the forward force. By leveraging advances in communications technology, reachback capabilities make it possible to utilize CONUS and/or rear-based assets and organizations to perform various functions in support of AEF operations. Effective use of reachback will reduce the number of personnel and amount of equipment which deploys to the AOR, reduce airlift and support requirements, and will positively impact a commander's ability to protect the deployed force. Reachback is predicated on global communications, rapid global mobility, and time-definite resupply capabilities.

Reachbetween Reachbetween, or en route communication, provides services and capabilities to ensure continuous command and control and information support for deploying forces. For deploying forces, en route communication starts upon departure from garrison field and continues until arrival in the AOR or at the FOL. For power projection and supporting missions, en route communication starts upon departure from garrison or FOL and continues until return to the respective recovery base. The goal of en route communication is to provide timely information updates for improved situational awareness and command and control from deployment to employment.

Reconnaissance (DOD, NATO) A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an enemy or potential enemy, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. (JP 1-02)

Search and Rescue (DOD, NATO) The use of aircraft, surface craft, submarines, specialized rescue teams, and equipment to search for and rescue personnel in distress on land or at sea. (DOD) Also called SAR. See also combat search and rescue; combat search and rescue mission coordinator; component search and rescue controller; isolated personnel; joint combat search and rescue operation; joint search and rescue center; joint search and rescue center director; rescue coordination center; search and rescue mission coordinator. (JP 1-02)

Special Operations (DOD) Operations conducted by specially organized, trained, and equipped military and paramilitary forces to achieve military, political, economic, or informational objectives by unconventional military means in hostile, denied, or politically sensitive areas. These operations are conducted across the full range of military operations, independently or in coordination with operations of conventional, non-special operations forces. Political-military considerations frequently shape special operations, requiring clandestine, covert, or low visibility techniques and oversight at the national level. Special operations differ from conventional operations in degree of physical and political risk, operational techniques, mode of employment, independence from friendly support, and dependence on detailed operational intelligence and indigenous assets. Also called SO. (JP 1-02)

Strategic Attack Military action carried out against an enemy's center(s) of gravity or other vital target sets, including command elements, war-production assets, and key supporting infrastructure in order to effect a level of destruction and disintegration of the enemy's military capacity to the point where the enemy no longer retains the ability or will to wage war or carry out aggressive activity. (AFDD 1)

Surveillance *(DOD,* NATO) The systematic observation of aerospace, surface or subsurface areas, places, persons, or things, by visual, aural, electronic, photographic, or other means. See also air surveillance; satellite and missile surveillance; sea surveillance. (JP 1-02)

Tanker Airlift Control Center (TACC) (DOD) The AMC direct reporting unit responsible for tasking and controlling operational missions for all activities involving forces supporting USTRANSCOM's global air mobility mission. The TACC is comprised of the following functions: current operations, command and control, logistics operations, aerial port operations, aeromedical evacuation, flight planning, diplomatic clearances, weather, and intelligence. (JP 1-02) The TACC is AMC's single link between customers and operational units. The TACC plans all AEF intertheater mobility missions

through HQ AMC TACC/XOP and XOOK, and provides C2 within 24 hours of scheduled takeoff through HQ AMC TACC/XOC. (Following receipt of an AEF Warning or Alert Order, TACC becomes the sole point of contact for AEF deployment coordination.) See also Tanker Airlift Control Element.

Tanker Airlift Control Elements (TALCE) (DOD) A mobile command and control organization deployed to support strategic and theater air mobility operations at fixed, en route, and deployed locations where air mobility operational support is nonexistent or insufficient. The TALCE provides on-site management of air mobility airfield operations to include command and control, communications, aerial port services, maintenance, security, transportation, weather, intelligence, and other support functions as necessary. The TALCE is composed of mission support elements (MSEs) from various units and deploys in support of peacetime, contingency, and emergency relief operations on both planning and "no notice" basis. TALCEs are tailored based on projected requirements. For sustainment operations, personnel sourced from mobility units should replace the TALCE.

Time-phased force and deployment data (TPFDD) (DOD) The Joint Operation Planning and Execution System data base data base portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operational plan, including: (a) in-place units, (b) units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation, (c) routing of forces to be deployed, (d) movement data associated with deploying forces, (e) estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces, and (f) estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. (JP 1-02)

Task Force (DOD, NATO) 1. A temporary grouping of units, under one commander, formed for the purpose of carrying out a specific operation or mission. 2. Semi-permanent organization of units, under one commander, formed for the purpose of carrying out a continuing specific task. (JP 1-02)

Weather Services A specialized task performed by aerospace forces to provide timely and accurate environmental information to support strategic, operational, and tactical military operations. (AFDD 1-02)